Changes are Coming:
IN BoS CoC Committee Restructure

Development Day
May 12, 2023

Welcome + Introductions

Changes are Coming:
IN BoS CoC Committee Restructure

Goal

- Explain the recent process to restructure the Board of Directors for the Balance of State Continuum of Care

Presenters

- Myra Wilkey
  CEO, Mental Health America of West Central Indiana

- Beth White
  President and CEO, Indiana Coalition to End Sexual Assault and Human Trafficking, Inc.

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Current IN BoS CoC Board of Directors

Current Executive Committee

- **PAM ISAAC, CHAIR**
  Howard County Government Legal Department

- **JENNIFER LAYTON, VICE CHAIR**
  Lafayette Transitional Housing Center

- **JAROD WILSON, SECRETARY**
  Foster Success

- **EMILY PIKE, AT LARGE MEMBER**
  New Hope for Families

DIRECTORS

- **WATASHA BARNES GRIFFIN**
  YWCA of Central Indiana

- **JOSHUA CASE**
  HOPE of Evansville

- **ANGELA CISKI**
  Family Service Association of Howard County, Inc.

- **JOSEPH DEVITO**
  Indiana Department of Veteran Affairs

- **LEON GORDON**
  Bloomington Housing Authority

- **LORI PHILLIPS-STEELE**
  Corporation for Supportive Housing

- **STEPHEN RALPH**
  Evansville Christian Life Center

- **MELANIE REUSZE**
  RealAmerica Companies

- **JORDAN STANFILL**
  Housing Opportunities, LLC

- **LANI VIVIRITO**
  Center for the Homeless

- **BETH WHITE**
  Indiana Coalition to End Sexual Assault and Human Trafficking

- **MYRA WILKEY**
  Mental Health America of West Central Indiana, Inc.

Let's start with some definitions

Balance of State Continuum of Care (BOS CoC)
Membership-based entity comprised of a network of HUD-funded providers and statewide and local stakeholders who are committed to preventing and ending homelessness in every area of Indiana EXCEPT FOR Marion County

Board of Directors
Group selected to work collectively to prevent and end homelessness in Indiana. Duties include serving and acting as the oversight and planning body on preventing and ending homelessness for the CoC General Membership Body.

The Board is comprised of a diverse set of geographically representative stakeholders with the knowledge and expertise to create policy priorities and make funding decisions related to homelessness.

Let's start with some definitions

Collaborative Applicant
Indiana Housing and Community Development Authority (IHCDA) is a quasi-state agency selected by the Board to serve as the Collaborative Applicant (CA). As such, IHCDA will liaise between the Board and HUD in addition to other responsibilities.

How

- Board is in the process of creating a more impactful structure:

- New Strategic Goals

- New Committee Structure

- New organizational Structure

Why:

- In order to more effectively do the work

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2023-2025 Strategic Goal

- Increase Affordable Housing Opportunities for People Experiencing Homelessness
  - Objective 1.1: Develop a comprehensive and sustainable strategy to secure, maintain, and retain landlords willing to support people experiencing homelessness across Indiana.
  - Objective 1.2: Create a plan to increase resources for affordable housing development and access to rental assistance resources for households experiencing homelessness.

- Advocate for Resources to Support the Homeless Response System
  - Objective 2.1: Develop an advocacy agenda focused on securing additional funding to address issues related to homelessness.

- Create a More Equitable Homeless Response System to Support and Elevate Minoritized People
  - Objective 3.1: Develop an action-oriented plan to address systemic and institutional inequities for minoritized people experiencing homelessness.
  - Objective 3.2: Build relationships with key stakeholders in the DEI space

2023-2025 Strategic Goals

- Strengthen Internal Operations to Ensure Organizations and People are Supported Within the Homeless Response System
  - Objective 4.1: Provide intentional guidance, training, and technical assistance throughout IN-502 by interacting with and supporting the Regional Planning Councils.

- Rightsize and Refine Programs Across the Housing Spectrum for People Experiencing Homelessness
  - Objective 5.1: Develop a statewide crisis response plan, inclusive of emergency shelter, temporary housing, prevention and diversion, with emphasis on equitable resource distribution across regions.

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Roles + Responsibilities

Solidified a board committee structure

- This doesn't look like what the BOS CoC has done in the past.

- Structured so that the "work" can be done at the committee level and the Board can exercise oversight and provide direction
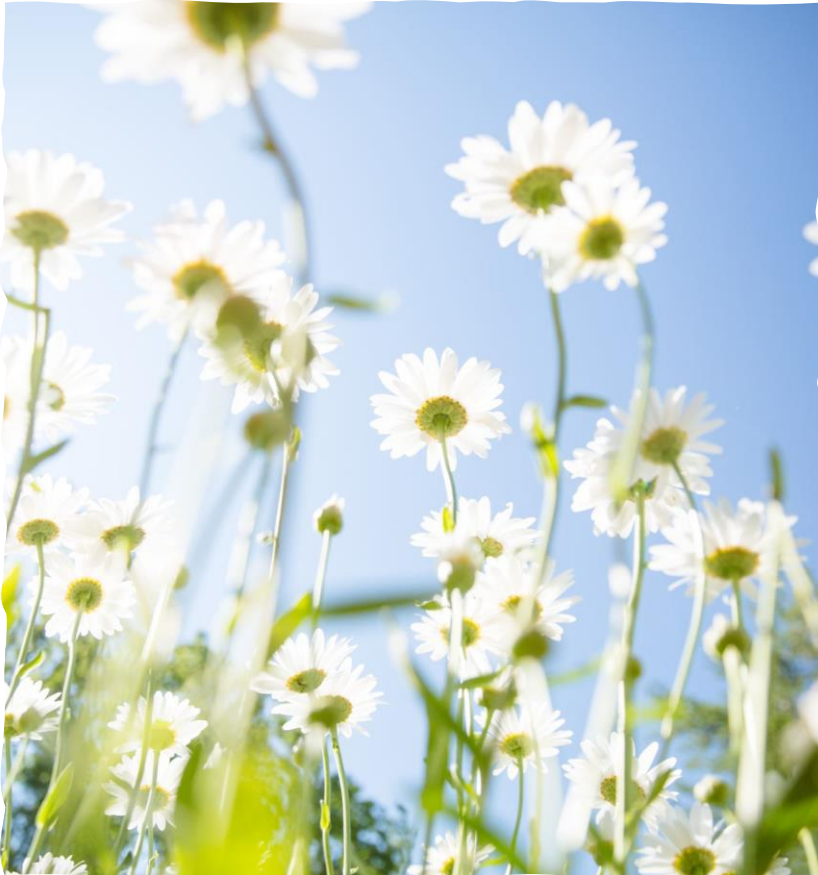
Committee roles are more defined in moving the strategic plan forward

- Clarifying IHCDA, board and committee roles in moving the strategic plan forward where appropriate.

- Also important to make sure the committees have necessary membership so needed input is heard
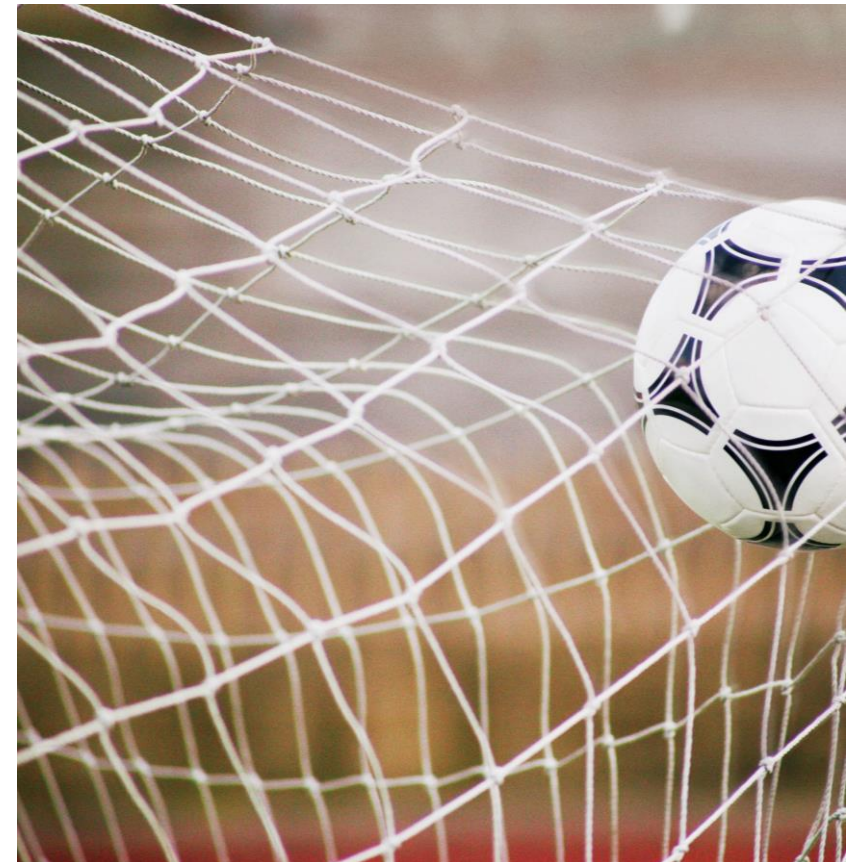
Committee Structure Discussion

- The BOS CoC Board is different today than it was a year ago, and especially many years ago. Let's take a fresh look.

- How we will tackle this discussion:
  - Re-cap what is federally required for this board to do. (IHCDA)
  - Discuss a recommendation to focus board committees more narrowly on required actions. (ad-hoc committee)
  - Discuss a recommendation regarding Executive Committee membership and activities. (ad-hoc committee)

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Board Responsibilities

Roles + Responsibilities 24 CFR § 578.7 (abridged)

- Operate a CoC (defined on next slide)

- Designate and operate a Homeless Management Information System (HMIS)

- Develop a CoC Plan
  - Coordinate a system that meets the needs of homeless individuals
  - Conduct a PIT (Point-in-Time) Count
  - Evaluate homeless needs
  - Provide information to the consolidated plan
  - Consult with Emergency Solutions Grant (ESG)

- Develop a Violence Against Women Act (VAWA) emergency transfer plan

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Board Responsibilities

- Roles + Responsibilities 24 CFR § 578.7 (abridged)
- Operate a CoC
    - Hold meetings of the full membership at least semi-annually;
    - Make an invitation for new members to join at least annually;
    - Follow a written process to select a board to act on behalf of the CoC;
    - Appoint additional committees, subcommittees, or workgroups;
    - Develop, follow, and update annually a governance charter;
    - Establish performance targets, monitor performance, and take action against poor performers;
    - Evaluate outcomes of projects funded under the ESG and CoC, and report to HUD;
    - Establish and operate a coordinated assessment system;
    - Establish and follow written standards for providing CoC assistance.

Board Responsibilities

What we see in the federal requirements - key components required of the board:

- Oversee CoC operations: Board logistics, designation, contracting and policies;

- Manage BOS CoC funding policies, recommendations, and their performance;

- Plan for meeting the needs of individuals experiencing homelessness across the BOS regions: assess needs, examine outcomes, state and regional planning;

- Implement and manage a CE system, including creating and managing programmatic policies that affect CoC, ESG, VAWA etc.

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Committee Discussion – Terminology

Committee Types:

- Official board business:
  - Standing Committees are written into the bylaws; exist to do the required work of the board; do not change over time.
  - Standing Sub-committees nest under a standing committee. They are not time limited, but also are not written into the bylaws.
  - Ad-hoc committees are created to address a specific need and are time-limited.
  - Staff-led initiatives are tasks the Board has delegated to IHCDA staff.

Staffed by IHCDA

- Community Collaborations:
  - Interest Groups are groups of CoC members who choose to meet to share information and/or discuss a shared topic of interest.

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Committee Restructuring

Proposed Structure

Board of Directors

DEI Work

Executive Committee

Charter Review

Landlord Engagement

Funding and Resources

Performance and Outcomes

Service Provision

Community Engagement

Youth Advisory Board

HMIS DQ

Development Day

Regional Chairs

CE Leads

Veterans

DV/SA/HT

Families

Rural

Youth

LGBTQIA+
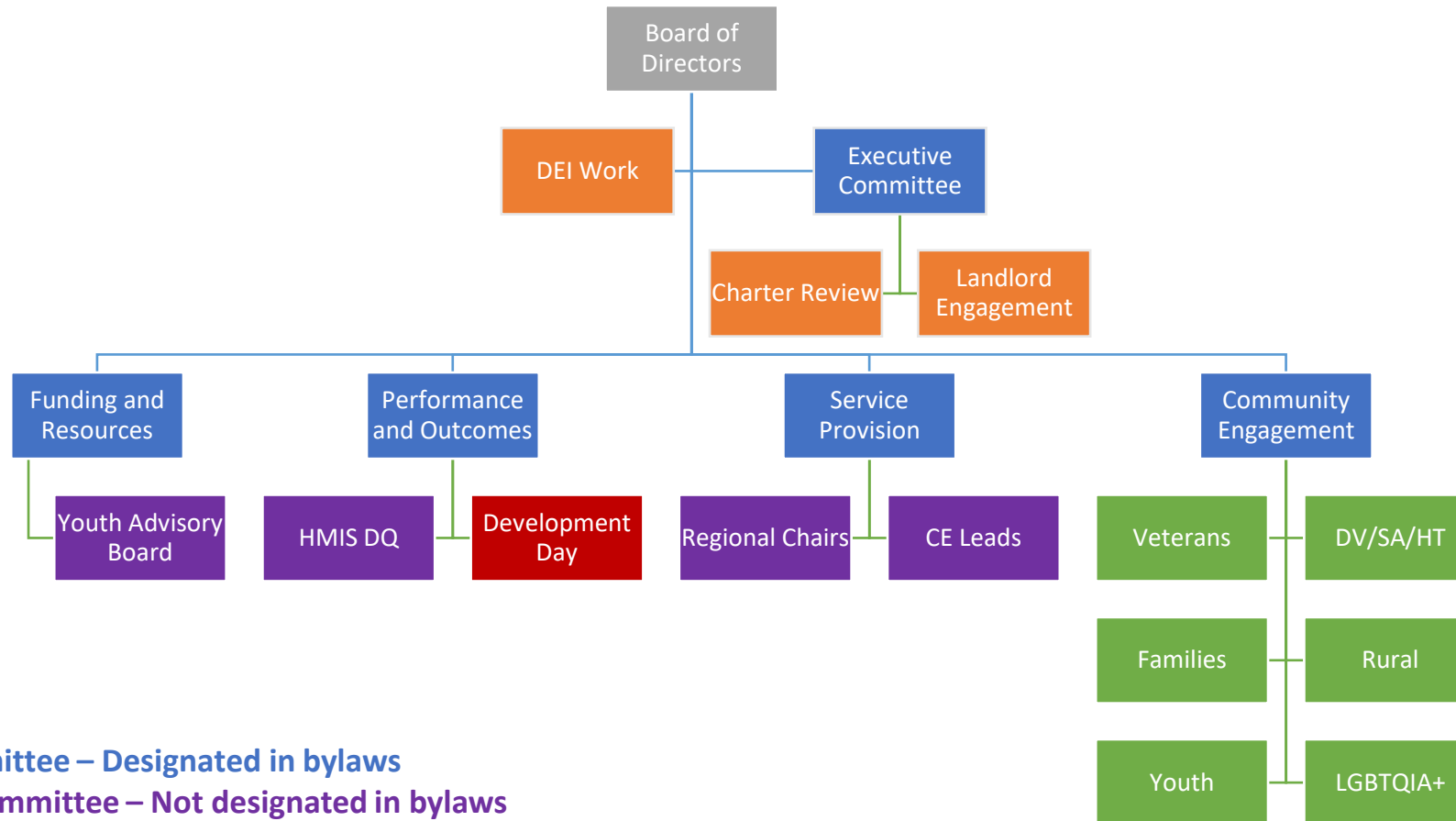
Color Key:
- **Standing Committee – Designated in bylaws**
- **Standing Subcommittee – Not designated in bylaws**
- **Ad hoc Committee – Created for specific purpose**
- **Staff-Led initiatives – Tasks designated to IHCDA staff**
- **Interest Groups – Self initiated; Subject to change/expand as appropriate**

IHCDA Community Services Division - Today

Kristin Garvey
Director of Homeless Services

Liz Greene — COC Liaison
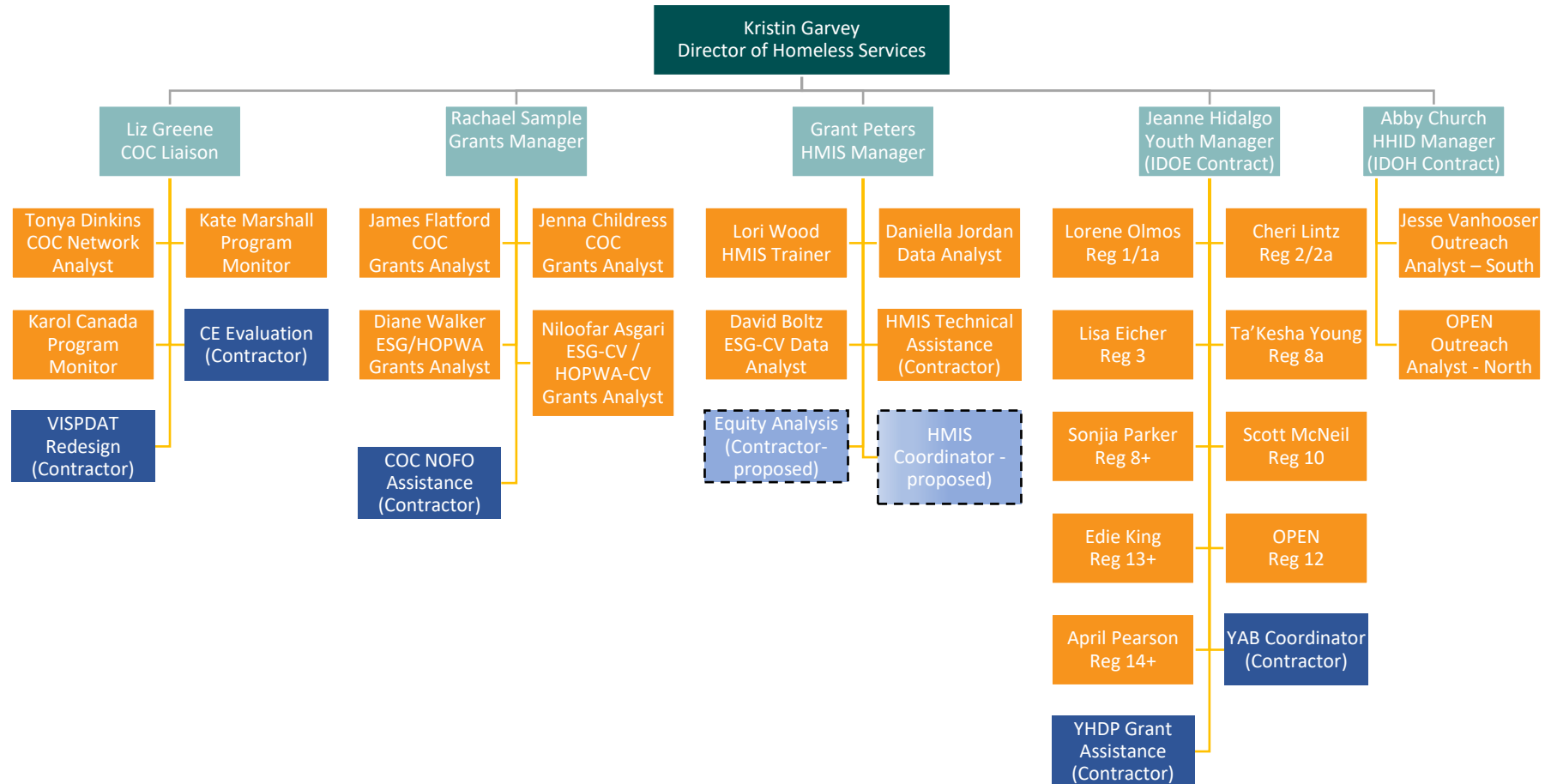
- Tonya Dinkins — COC Network Analyst
- Kate Marshall — Program Monitor
- Karol Canada — Program Monitor
- CE Evaluation (Contractor)
- VISPDAT Redesign (Contractor)

Rachael Sample — Grants Manager

- James Flatford — COC Grants Analyst
- Jenna Childress — COC Grants Analyst
- Diane Walker — ESG/HOPWA Grants Analyst
- Niloofar Asgari — ESG-CV / HOPWA-CV Grants Analyst
- COC NOFO Assistance (Contractor)

Grant Peters — HMIS Manager

- Lori Wood — HMIS Trainer
- Daniella Jordan — Data Analyst
- David Boltz — ESG-CV Data Analyst
- HMIS Technical Assistance (Contractor)
- Equity Analysis (Contractor-proposed)
- HMIS Coordinator - proposed

Jeanne Hidalgo — Youth Manager (IDOE Contract)

- Lorene Olmos — Reg 1/1a
- Cheri Lintz — Reg 2/2a
- Lisa Eicher — Reg 3
- Ta'Kesha Young — Reg 8a
- Sonjia Parker — Reg 8+
- Scott McNeil — Reg 10
- Edie King — Reg 13+
- OPEN — Reg 12
- April Pearson — Reg 14+
- YAB Coordinator (Contractor)
- YHDP Grant Assistance (Contractor)

Abby Church — HHID Manager (IDOH Contract)

- Jesse Vanhooser — Outreach Analyst – South
- OPEN — Outreach Analyst - North

Staff Support of COC Board

Community Services Director

- Point person for CS staff and tracking / communicating staff successes, progress, and outcomes
- Coordinates CoC/ESG connections through Consolidate Plan process
- Works closely with board and committees on strategy

All Staff

- Provide content, context, training, and updates

COC Network Manager

- Provides staff support, logistics, and coordination to Board, Committees, & Network
- Works closely with Community Engagement Committee, CE, and RPC

Grants Manager

- Works closely with the Funding and Resources Committee
- Focuses on funding utilization for COC Board

HMIS Manager

- Works closely with the Performance and Outcomes Committee and HMIS DQ subcommittee
- Focuses on Data Quality

Youth Manager

- Works closely with Youth Advisory Board (YAB) subcommittee
- Works with Funding and Resources Committee during Youth Homelessness Demonstration Program (YHDP) process

Next Steps

- Revise Bylaws with new committee structure

- Determine committees and select chairs

- Schedule organizational meetings for each committee

- Revise Collaborative Applicant, HMIS Lead, and CE Lead Memoranda of Agreement (MOAs – formally charters)

- Create comprehensive Governance Charter

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Hope is not a strategy!

How do we succeed?

Strategy for Success
- Focused
- Consistent
- Intentional
- Relentless